A-4   The logic model and types of performance measures

The logic model provides the context for performance measures

Agencies will develop different types of measures to monitor outcomes and to manage their efforts. The logic model can help show the causal factors that link resources to results through activities, outputs and different levels of outcomes.

Activity performance measures most likely found in the middle range

For the most part, measures that tell the story about whether an activity is achieving its purpose will be found in the middle range of the logic model – measures of intermediate or immediate outcomes, and outputs. These are the performance measures that OFM is most interested in tracking through the biennium as a means of assessing the effectiveness of budget investments.

POG statewide strategy and result indicators reflect the upper level of the model
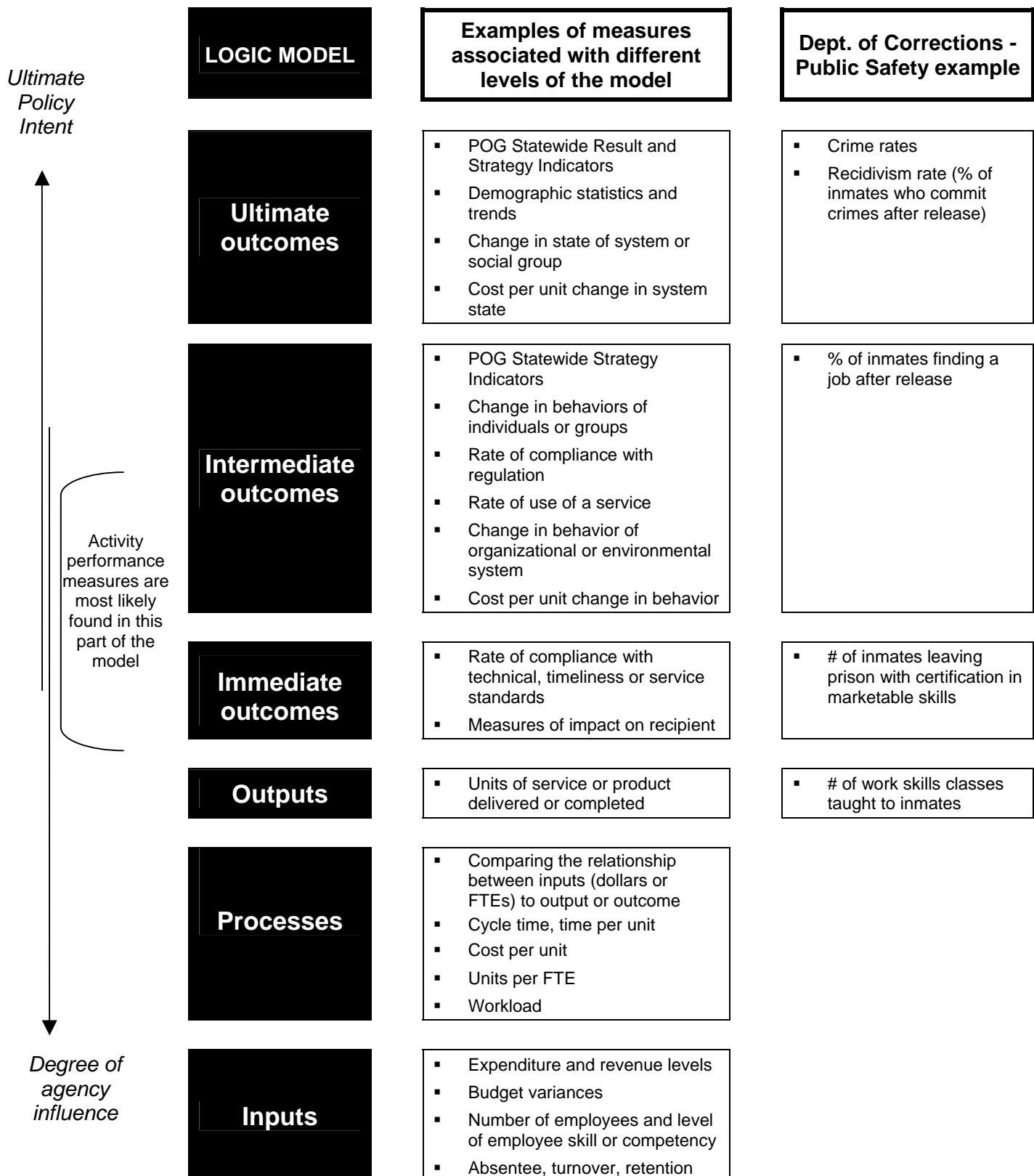
POG statewide result and strategy indicators are examples of "ultimate" and intermediate outcomes. The state budget system will now track these POG indicators, as well as activity performance measures.

GMAP

The Government Management, Accountability and Performance (GMAP) program will draw measures from all levels of the logic model to set context for decision makers and evaluate effectiveness of various tactics. Some of these will be exactly the same measures that are approved by OFM in the budget system. Other measures, particularly those lower on the logic model, may be a part of agency performance management systems and used in internal GMAP sessions, but might not be included in the agency strategic plan and will not be sent to OFM for tracking in the budget system.

The Office of Management, Accountability and Performance will periodically assess agencies' internal GMAP processes and the measures used in those sessions.

Logic Model with Example

*Ultimate
Policy
Intent*

LOGIC MODEL	Examples of measures associated with different levels of the model	Dept. of Corrections - Public Safety example
Ultimate outcomes	• POG Statewide Result and Strategy Indicators • Demographic statistics and trends • Change in state of system or social group • Cost per unit change in system state	• Crime rates • Recidivism rate (% of inmates who commit crimes after release)
Intermediate outcomes	• POG Statewide Strategy Indicators • Change in behaviors of individuals or groups • Rate of compliance with regulation • Rate of use of a service • Change in behavior of organizational or environmental system • Cost per unit change in behavior	• % of inmates finding a job after release
Immediate outcomes	• Rate of compliance with technical, timeliness or service standards • Measures of impact on recipient	• # of inmates leaving prison with certification in marketable skills
Outputs	• Units of service or product delivered or completed	• # of work skills classes taught to inmates
Processes	• Comparing the relationship between inputs (dollars or FTEs) to output or outcome • Cycle time, time per unit • Cost per unit • Units per FTE • Workload	
Inputs	• Expenditure and revenue levels • Budget variances • Number of employees and level of employee skill or competency • Absentee, turnover, retention	

Activity performance measures are most likely found in this part of the model

*Degree of
agency
influence*

Types of measures

The table below offers definitions and examples of the three basic types of measures: outcome, output and efficiency measures. The POG and GMAP processes have introduced some new performance measure terms, but not new measurement types. The terms below either describe the thing being measured or the forum in which a set of measures may be used.

Activity measures – outcome, output or efficiency measures for an activity in an agency's official activity inventory.

Result area indicators – outcome measures for one of the ten POG result areas.

Strategy indicators – outcome measures for a POG result area strategy defined by a POG results team.

POG measures – any activity measures, result area indicators or strategy indicators used in the POG process.

GMAP measures – any outcome, output and efficiency measures used in the GMAP process.

Comparing Outcome, Output and Efficiency Measures

What It Does	Examples
Outcome Measures	
▪ Shows the impact of agency activities on problems/issues they are designed to address • Answers the question "What is different about the world?" • Captures societal impact, changes in behavior, knowledge or attitude, customer satisfaction, or technical quality, or vital signs of a process (e.g. accuracy rate, turnaround time) • Measure goals and objective attainment	• Overall employment rate • Employment rate for job-training participants • Percentage of employers rating job-training program placements as "good" or "excellent" • Job-training application processing time

What It Does	Examples
Output Measures	
• Shows the work accomplished • Products and services produced • Answers the question "What was done?" and "How did we get there?" • Measures success of strategies	• Number of vehicle licenses issued • Number of vaccinations given • Number of students attending school • Number of offenders housed in correctional facilities
Efficiency or Effectiveness (Process) Measures	
• Shows relationship between inputs and outputs (efficiency measures), or inputs and outcomes (effectiveness measures) • Answers the question, "What are the unit costs?" • Can also be used to track timeliness of service delivery • Usually expressed as a ratio, such as cost per unit, or units per FTE	• Cost per training class delivered • Investigations per FTE • Average cost per offender per day supervised • Administrative cost per retirement benefit provided • Time to process a permit